

# Study Abroad Syllabus

Elizabeth L. Malatestinic  
Senior Lecturer in Human Resource Management  
Indiana University Kelley School of Business, Indianapolis

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Over the last several years, the Kelley School of Business has made great strides in increasing the numbers of students who have the opportunity to study abroad, but there was no program which directly addressed the topic of Human Resource Management. As the individual who coordinates the Kelley HR major, I took it upon myself to create a new course which could be considered a minor elective for HR majors. I utilized a tour company to facilitate travel, hotels, and tourism visits, but I created the entire academic experience by myself, from classroom content with relevant guest speakers in Indianapolis to company HR department visits throughout Germany and Switzerland. We had several classes on the IUPUI campus before we travelled and then spent a week each in Germany and Switzerland. I created and implemented this syllabus for a study abroad in 2017 for course D355: Special Topics in International Business - Managerial Perspectives on Globalization.

**Implementation.** I believe the syllabus is self-explanatory, although I would certainly be open to advising other faculty considering similar class design.

**Value.** This class turned out to be a perfect blend of discipline-specific academic content with cultural enrichment. Site visits were not simply company tours, but were in-person discussions with and presentations by HR professionals through Europe on how they handle issues ranging from diversity, training, apprenticeship, hiring, and expatriation. A major component of assessment in this class was reflection, both on the business interactions we had and, more importantly, the personal and cultural experiences each student encountered. Some reflections were delivered verbally (their observations on the 7 Keys), while others were written in their journals or Kelley blog posts.

**Student Response.** Response to the course was outstanding - it is the only course I have ever gotten a 7.0 out of 7.0 in the category "I would rate this instructor as outstanding." A typical comment on my evaluations was: "Although there were clear objectives and learning goals of the course, I feel as though Professor Malatestinic has the course structured such that each individual student can take away something different. The entire trip was very well structured and to the point with the itinerary. I was never unsure of what would be happening next, which I believe everyone appreciated. The business visits in Germany and Switzerland were so great! I learned more from those visits than I ever thought I would. Even the visits that I was not particularly fond of I still feel like I learned a lot."

**Limitations.** Plans would have to be adapted for any particular discipline, but this syllabus provides a framework on how such a class might successfully be offered. Also, the PUL's and PBGL's would need to be replaced with current standards.

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**D355: Special Topics in International Business**  
**Managerial Perspectives on Globalization**  
**Fridays as noted in schedule, 1:00 – 4:15 p.m.**  
Kelley School of Business, Indianapolis; Spring 2017

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**Instructor Information:**

**Professor:** Liz Malatestinic, SPHR, Senior Lecturer in Human Resource Management  
**Office:** BS 4018  
**Contact info:** emalates@iupui.edu; 317-278-2601

**Required Readings:**

**Lamson, Melissa: No Such Thing as Small Talk: 7 Keys to Understand German Business Culture;** Happy About, 2010. ISBN 978-1600051890. (Available at Amazon.com for \$19.99).

**Recommended Reading:**

**Meyer, Erin: The Culture Map – Breaking through the Invisible Boundaries of Global Business,** Public Affairs, 2014. ISBN: 978-1-61039-250-1.

**Course Description:**

There are two underlying goals to this course: first, to learn about the employment practices and laws in two European countries – Germany and Switzerland – and to compare them to those of the U.S; and second, to discuss the challenges of preparing U.S. workers for expatriate assignments as well as the realities of the experience itself. The course focuses on different topics in the area of human resource management but would be appropriate for any junior or senior student with an interest in global business practices. Rather than simply discussing cultural and legal differences in managing a globalized workforce within a classroom environment, this course will provide students with a unique opportunity to gain first-hand experience in observing those differences – from both the U.S. and European viewpoint - and allow students to achieve a better understanding of challenges they may encounter in the future.

We will have a broad range of speakers and site visits which can offer a practical view of the issues raised in the course. There will be site visits to manufacturers and other organizations, including German, Swiss, and U.S. based corporations, in order to provide a well-rounded perspective. We will hear from a variety of speakers – many European, as well as U.S. citizens with experience in international employment.

**Course Requirements:**

This class is open to all majors but preference will be given to business students and Indianapolis students. To participate in the program, the student needs to have completed 56 credit hours and, at the time of application, have a minimum 2.75 cumulative GPA. No experience with any world language is required.

**Learning Outcomes:**

1. Students will be able to effectively create a plan to prepare a hypothetical employee for an expatriate assignment in a country such as Germany or Switzerland. (PUL 5, UBLG 5)\*
2. Students will be able to identify important differences in employment laws among the countries studied. (PUL 3, UBLG 3)\*
3. Business and Management Ethics: Students will be able to identify areas where ethical considerations in business, particularly with regard to the treatment of employees, can vary among countries. (PUL 6, UBLG 6)\*

\* PUL and UBLG numbers refer to principles of learning adopted by both IUPUI and the IU Kelley School of Business in Indianapolis. Please refer to the last page of this syllabus to see specific application for learning outcomes in this course.

## Travel Requirements:

Students will need to be available to travel during IUPUI's first summer session in 2016. Expected travel dates are May 13-26. Students must have a valid passport / visa as needed and are responsible for all financial requirements.

International students are required to meet with an international student advisor in the Office of International Affairs to determine required travel documents.

## Students with special needs:

Students needing academic accommodations because of a disability must register with Adaptive Educational Services (AES) and complete the appropriate forms issued by AES before accommodations can be granted. The AES office is located in Taylor Hall, UC 100. You can also reach the office by calling 274-3241. Visit <http://aes.iupui.edu/> for more information.

NOTE: If you have food allergies or religious concerns about food, please let me know ASAP.

## Course Policies:

- You will be expected to create a journal which will be submitted to the instructor at the end of the class.
- You are expected to attend all class sessions; class participation is expected and encouraged, including questions for our guests.
- Courtesy in the classroom is expected at all times. This includes arriving on time, not leaving early, not getting up during class, and not chatting with friends during class. This also includes turning off cell phone ringers when entering the classroom.
- No laptops, text messaging, or other electronic activity while in class, please.

## Evaluation:

Final grades will be calculated as follows (650 points possible):

Group presentations on individual businesses prior to travel:	200 points
Exam (prior to departure)	100 points
Individual student presentations on 7 Keys	100 points
Journal completion and submission to instructor post-trip	200 points
Group blog	50 points
<b>Total</b>	<b>650 points</b>

## Assignments:

**Group presentations on businesses** – Students will be assigned to small groups, each of which will be responsible for presenting information on one of the companies we will be visiting in Germany and Switzerland, or topics we will be addressing. Presentations on companies should last 10-15 minutes and should cover the company's history, market share, philosophy, and structure, as well as any relevant news articles which might be important to understanding the company culture, mission, and direction. Three groups will be assigned to topics to cover. Our presentations will be on the following:

- Eli Lilly
- Procter & Gamble
- SAP
- Mercedes
- European Union – brief history and current status
- Apprenticeships in Europe
- Apprenticeships in the U.S.

**Individual student presentations on 7 Keys book** – Students will be assigned a "Key" to discuss by describing how those Keys relate, or do not relate, to their individual personalities and where they might personally encounter difficulties in the German business environment (3 students per Key). These presentations should be approximately 5-10 minutes each and will be prepared and delivered while overseas (presentation dates included on itinerary but are tentative based on space availability.)

**Journal** – The journal should represent a synthesis of everything you learned on this trip, from both a business standpoint and a cultural standpoint. You can purchase an actual journal, you can email entries to me, or you can utilize the app Penzu and email your entries in that to me (it allows for a little more creativity than email.)

- You should make at least two entries *before* we leave the country, discussing your expectations and any concerns you may have.
- Once we arrive in Europe, you should make at least one journal entry every day; feel free to include personal interactions, experiences, pictures, and sentiments. When appropriate, frame your entries in terms of how you might perceive your experiences as a potential expatriate.
- You should also include one separate entry for each business visit, including relevant observations as to differences or similarities with U.S. business practices, as well as how the experience related (or conflicted) with what we learned prior to the visit. Indicate the most important take-away for that visit, in your opinion.
- Finally, you should make at least one entry after we leave Zurich, reflecting how the reality of your trip compared to what you expected, and, most importantly, how what you learned might make you a better manager within a global company.

**Blog** – Each group will be assigned a blog entry for the Kelley Biz Blog. Guidelines for blogging, as well as an example of the recent London group's blog, are available under Pages. Assignments will also be posted there.

D355 Spring 2017 Schedule (subject to change – especially when traveling!!!):

## **Classes in U.S.:**

### **Friday, March 3, 1-4:15**

Introductory Meeting/**Mandatory** Safety Seminar– **Meeting in BS 3017**

### **Friday, March 24, 1-4:15 - **Meeting in BS 3017****

Topics: norms, dress, and basic German phrases.

- Guest speaker: Dr. Claudia Grossman, IUPUI Senior Lecturer and Director, Program in German
- Guest Speaker: Mr. Ron Smith – Beer as a part of German culture

### **Friday, March 31, 1-4:15 – **Meeting in BS 3013****

Topics: German vs U.S. business environment: government regulations, work culture, the role of women in business, meeting conduct, negotiation, communication. Also, works councils and unions in Germany and Switzerland in comparison with the U.S.; differences in employee benefits; preparing for expatriate assignments; financial considerations (pay methods)

- Required reading prior to class: No Such Thing as Small Talk: 7 Keys to Understand German Business Culture

### **Friday, April 7, 1:00-4:15 – **Meeting in BS 3013****

- Guest speaker: Mr. Holger Bayer, Manager Finance Commercial Operations, Diabetes Care, Roche
- Group presentations on businesses that will be visited (take notes!)

### **Friday, April 21, 1-4:15 – **Meeting in BS 3013****

Topics: Swiss vs U.S. business environment: topics to include government regulations, work culture, the role of women in business, meeting conduct, negotiation, communication norms, dress, and language.

- Guest speaker: Mr. Andreas Weber, Honorary Swiss Consul in Indianapolis

### **Friday, April 28 – **Meeting in BS 3013****

Exam/final meeting

### **Travel abroad: Saturday, May 13-Friday, May 26**

**Flight schedule** – see itinerary on Canvas (subject to change)

Hotel accommodations:

- 2 nights Intercity Hotel, Frankfurt, Germany
- 1 night Hotel Vorfelder, Walldorf, Germany
- 2 nights Park Inn by Radisson Stuttgart Hotel, Stuttgart, Germany
- 1 night Holiday Inn Munchen-Unterhaching, Unterhaching, Germany
- 1 night Hilton Munich City Centre, Munich, Germany
- 1 night Luitpold Park, Fussen, Germany
- 4 nights Ameron Hotel Flora, Lucerne, Switzerland

Upon arrival in Germany, all travel until we fly home will be via bus. We will have a full-time tour guide, as well as individual tour guides for special excursions as needed. Tips for drivers and tour guides have already been included in your program fee. Also included:

- 19 meals: 12 Breakfasts, 1 Lunch, 5 Dinners
- Sightseeing per itinerary; services of English-speaking tour escort/manager from arrival to return
- Local guides as required; entrance fees per itinerary
- Portage of one piece per person on arrival and departure at each hotel

**Travel Itinerary** (*subject to change*):

**Saturday, May 13:**

Depart Indianapolis; fly overnight to Frankfurt, the financial hub of Germany.

**Sunday, May 14:**

After arrival in Frankfurt, we will meet a professional tour director who will accompany us throughout the trip. A waiting motor coach will take us to central Frankfurt for a city tour. Frankfurt has the most "American" skyline in Germany, dotted with modern skyscrapers. In the afternoon or evening (after hotel check-in), we will gather for an orientation meeting / welcome dinner with the tour manager.

**Overnight:** Frankfurt, Germany

**Meals:** Dinner at local restaurant

**Monday, May 15:**

Morning business visit to Procter & Gamble lasting approximately 2-3 hours. Later we will board an excursion boat for a cruise on the most beautiful section of the Rhine River. We will pass the famous Lorelei Rock and many picturesque villages which line the banks. Centuries ago, fortified castles enforced toll collection along this stretch of the river. Today many of the castles still dot the landscape. After the cruise, we will return to the hotel and meet later for a debrief of the day, as well as Student Key #1 and Key #2 presentations.

**Overnight:** Frankfurt, Germany

**Meals:** Breakfast

**Tuesday, May 16:**

Morning/early afternoon business visit to Eli Lilly's Bad Homburg office; after visit, drive to Heidelberg for a tour of this ancient city, home to one of Germany's greatest universities. Heidelberg also has a magnificent castle. One of the highlights in your included tour will be the enormous wine cask in the cellar, reputed to be the world's largest. Student Key #3 presentations will take place at dinner.

**Overnight:** Walldorf, Germany

**Meals:** Breakfast & Dinner

**Wednesday, May 17:**

This morning, we will visit software giant SAP in Walldorf at 9:00 a.m. to learn about SAP's highly touted cultural diversity training, including specific programs for on generational differences in the workplace, engaging refugees, and their unique program called Autism at Work. In the afternoon, we will continue to Stuttgart to our next hotel.

**Overnight:** Stuttgart, Germany

**Meals:** Breakfast

Student Key #4 Presentation.

**Thursday, May 18:**

This morning, we will visit the superb Mercedes Benz Museum, one of the finest car collections in the world as well as an excellent case study into how a manufacturer chooses to present and reflect the values of a global brand.

**Overnight:** Stuttgart, Germany

**Meals:** Breakfast

Student Key #5 Presentation following Mercedes visit.

**Friday, May 19:**

After breakfast, transfer to Munich. On arrival, a local guide will lead a walking tour of central Munich. We will see many landmarks, including the famous glockenspiel on the facade of city hall.

**Overnight:** Unterhaching, Germany

**Meals:** Breakfast

**Saturday, May 20:**

Morning trip to Dachau. Lunch at the famous Augustiner beer garden on the outskirts of the city.

**Overnight:** Munich, Germany

**Meals:** Breakfast and lunch

**Sunday, May 21:**

In the late morning/early afternoon, we will continue to the small town of Fuessen in the beautiful Bavarian Alps.

**Overnight:** Fuessen, Germany

**Meals:** Breakfast

**Monday, May 22:**

Bavaria's tragic King Ludwig II built a magnificent castle in the 1870s and 1880s. In the course of building this castle and other projects, he bankrupted himself and asked the Bavarian state for a bailout. Instead his cabinet decided to depose him. In the midst of this crisis, Ludwig drowned under suspicious circumstances less than two weeks after moving into the castle. A tour of this amazing, unfinished castle will be a real highlight of your trip. Later, we will continue to Lucerne, arriving in time for a dinner meeting/debriefing at our hotel.

**Overnight:** Lucerne, Switzerland

**Meals:** Breakfast, dinner at hotel

**Tuesday, May 23:**

We will drive to Basel this morning. Its position on the Rhine, bordering both France and Germany, makes Basel a perfect base to conduct international business operations. We will visit the headquarters of Roche to discuss various aspects of how they manage employees globally, as well as works councils and expatriation. In the afternoon, we'll have a tour of the city of Lucerne. Dinner and a traditional Swiss show will be our entertainment for the evening at the Stadtkeller restaurant.

**Overnight:** Lucerne, Switzerland

**Meals:** Breakfast, dinner and show at local restaurant

**Wednesday, May 24:**

Today's morning business visit will be to Rego-Fix, the company of our classroom guest and Honorary Swiss Consul, Mr. Andreas Weber.

**Overnight:** Lucerne, Switzerland

**Meals:** Breakfast

**Thursday, May 25:**

An excursion to Mt. Pilatus will occupy most of our final day in Switzerland. Driving out from Lucerne, we will reach a small rail station where the world's steepest cogwheel train will take us up the steep slopes. Atop the mountain, there is a visitor's center with museum exhibits, restaurants, etc. We will enjoy several hours at over 6,000 feet elevation before descending by cablecar to the valley below.

**Overnight:** Lucerne, Switzerland

**Meals:** Breakfast, farewell dinner at hotel

**Friday, May 26:**

This morning we will drive to Zurich airport, where our tour manager will assist with the check-in for our departing flight. We are scheduled to arrive back in Indianapolis on the same day.

**Meals:** Breakfast

**NOTE: Tuesday, May 30:** Journals due to instructor by 1:00 p.m.

## PULs & UBLGs

No.	PUL (IUPUI)	UBLG (Kelley Indianapolis)
<b>1a</b>	<b>LANGUAGE SKILLS</b> <i>a) Reading &amp; Understanding books, articles &amp; instruction manuals, b) Delivering a prepared presentation to a group c) Contributing to a team to solve problems</i>	<b>BUSINESS LANGUAGE</b> <i>Students will prepare and deliver written and oral messages that effectively express ideas and facts to others. Students will prepare and deliver effective oral and written persuasive arguments.</i>
<b>1b</b>	<b>QUANTITATIVE SKILLS</b> <i>a) Solving mathematical problems b) Using mathematics in everyday life c) Understanding statistical report d) Preparing a report using quantitative data</i>	<b>BUSINESS QUANTITATIVE SKILLS</b> <i>Students will perform quantitative analysis and use the results to make business decisions.</i>
<b>1c</b>	<b>INFORMATION RESOURCE SKILLS</b> <i>a) Identifying appropriate sources of information b) Using computer software c) Evaluating the quality &amp; accuracy of web information d) Recognizing/ avoiding plagiarism</i>	<b>INFORMATION &amp; BUSINESS RESOURCE SKILLS</b> <i>Students will analyze business problems, situations and opportunities by identifying and applying appropriate and relevant information.</i>
<b>2</b>	<b>CRITICAL THINKING</b> <i>a) Use acquired knowledge to understand new concepts b) Apply knowledge to practical situations and make informed decisions; c) Analyze complex concepts logically and from multiple perspectives; d) Synthesize information and arrive at reasoned conclusions; e) Evaluate the logic, validity, and relevance of data and conclusions</i>	<b>CRITICAL THINKING IN BUSINESS</b> <i>Students will arrive at reasoned conclusions and make informed decisions in assessing current and predicted business situations by applying course concepts learned across the curriculum.</i>
<b>3</b>	<b>INTEGRATION &amp; APPLICATION OF KNOWLEDGE</b> <i>a) Enhance their personal lives; b) Meet professional standards and competencies; c) Further the goals of society; and d) Work across traditional course and disciplinary boundaries.</i>	<b>PROFESSIONAL SKILLS &amp; COMPETENCIES</b> <i>Students will apply substantial knowledge and understanding in their chosen major in the study of business.</i>
<b>4</b>	<b>INTELLECTUAL DEPTH BREADTH &amp; ADAPTIVENESS</b> <i>a) Show substantial knowledge and understanding of at least one field of study; b) Compare and contrast approaches to knowledge in different disciplines; c) Modify one's approach to an issue or problem based on the contexts and requirements of particular situations.</i>	<b>INTEGRATIVE BUSINESS REASONING</b> <i>Student will assimilate data from different sources, and use more than one business discipline to develop a model to solve a business problem.</i>
<b>5</b>	<b>UNDERSTANDING SOCIETY &amp; CULTURE</b> <i>a) Compare and contrast the range of diversity and universality in human history, societies, and ways of life b) Analyze and understand the interconnectedness of global and local communities c) Operate with civility in a complex world.</i>	<b>DIVERSITY &amp; COLLABORATION IN BUSINESS</b> <i>Students will use their understanding of the importance of diverse worldviews and practices, cultural competencies, and sociocultural and socioeconomic factors to foster cooperation and teamwork.</i>
<b>6</b>	<b>VALUES &amp; ETHICS</b> <i>a) make informed and principled choices and to foresee consequences of these choices; b) explore, understand, and cultivate an appreciation for beauty and art; c) understand ethical principles within diverse cultural, social, environmental and personal settings</i>	<b>BUSINESS &amp; MANAGEMENT ETHICS</b> <i>Students will make business decisions that seek to align their personal values and beliefs (integrity) and respond to the expectations of others, the organization, and society.</i>